



Resourcing Priorities

The implementation of the master plan forwards the efforts of many people, translating them into the reality of improved health services for the Native Americans of Montana and Wyoming. The following tabloid pages offer different perspectives on the path forward to make that happen. Each tabloid identifies the Primary Service Area in the first column, the Priority Ranking in the second column, and each PSA's top ten priorities to the right of that. The ranking of these PSAs are directly related to the Priority criteria developed by the area workgroup applied to individual PSA findings. Those criteria instructed the area to apply priority in assigning resources based upon specific PSA need related to Health, Access, Resources, and Patient Profile. Detail on that is found in the Master Plan Priorities section of this larger document (see Table of Contents).

There are five tabloids following this page, each intended to offer the Area Office and individual PSAs a different perspective on a common path forward to accomplish the health services master plan.

Composite 1 – Implementation by Simple Priority

- Offers a simple listing of the priorities with no interpretation.

Composite 2 – Implementation by Dual Axis Progression

- Offers the priorities identified as a series of tasks, 171 in total, broken down by year to facilitate Area Office consistency in accomplishing an equal number each year (about 34 per year). The years are color coded and suggest a sharing of priority accomplishment. In other words, not all of PSA 1's priorities will be accomplished in year 1; but neither will all of PSA 14's priorities be left undone till year 5. Rather, everyone sees accomplishment each year, though certainly PSA 1 will see more in the first year than PSA 14.

Composite 3 – Implementation by Area Office Dependency

- Offers the priorities identified by level of involvement needed by the Area Office in order for a PSA to initiate realization of a resourcing need. There is some flux in this approach because a PSA priority may not be precisely identified. However, priorities are shaded with
 - deep red indicating critical area office coordination due to master plan delivery decisions,
 - dark rose indicating area office involvement due to undefined staffing and/or space issues,
 - pink indicating area office expertise may be helpful,
 - orange indicating a priority related to PJD/POR replacement or alteration documentation,
 - yellow indicating EMS priorities, and
 - green indicating considerable PSA ability to initiate/accomplish that priority, requesting area office help as needed.

(Example Legend)

Resourcing Priority Area Office Facilitation Key					
Area should be heavily involved in coordinating this priority based upon Master Plan dependencies	Area should be involved with request as it encompasses staff and space needs	Area can offer broad expertise facilitating the initiation or expansion of these programs	Area should be involved in coordinating PJD/POR replacement or alteration documents/processes.	Area may want to assist with EMS service initiation, coordination and training	Primary Service Area can initiate priority and request Area assistance as needed.

Composite 4 – Implementation by Staff Needs

- offers those priorities related to staffing needs highlighted by the rose color. A priority may not specifically identify staff in the need to be highlighted. Rather, any priority that implies staffing needs is identified. For example, a PSA may prioritize expansion of "Expand Dental Care Services". Though this does not specify staff, it implies staff.

Composite 5 – Implementation by Space Needs

- Offers those priorities related to space needs highlighted by the orange color. A priority is not highlighted simply because it identifies program expansion. Such a program made expand without adding space. Rather, any priority that specifies space needs is identified. For example, a PSA may prioritize expansion of "Provide on-site security services" and it would not be highlighted. Conversely, a PSA may identify "Provide additional space for Primary Care" and it would be highlighted.

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Primary Service Area Resourcing Priorities - Composite 1

Implentation by Simple Priority List

Service Area Services & Resourcing Priorities											
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10
Babb/ St.Mary	1	Establish PHN Program	Establish Primary Care Visiting Specialist Presence	Establish Visiting Dentist Program	Partner with Community to Start Program						
Heart Butte	2	Public Health Nursing Program	Additional Nurse in Clinic	Establish Visiting Optometrist Program	Establish Visiting Podiatrist Program	Strengthen Business Office	Establish EMS Program	Strengthen Community and Service Unit Transportation	Strengthen Diabetes and Fitness Programs	Additional Behavioral Health Counseling space	
Seville	3	Initiate and Develop PJD/POR for new Seville Health Center	Plan interim renovation for existing Tribal Asset	Initiate visiting Primary Care Provider Practice	Initiate Visiting Dental Care Practice	Acquire mobile dental equipment for interim solution	Establish PHN presence in Community	Establish Business Office support team			
Hays	4	Primary Care Providers	Ambulance - EMS(ALS) Program	Elder Outreach Program	Construction/renovation as Follows:	*Expand Space for Primary Care Provider and Specialist Office	*Behaviorial Health Space	*WIC Office and Waiting Area	*Construct Ambulance Facility	*Expand Storage Space	*Expand Nutrition Space and Waiting Area
Lodge Grass	5	Secure Dedicated Doctor and Mid-level at Lodge Grass	Provide adequate Nursing Support & Pharmacy (2 More)	Provide additional Space for Primary care	Bring Business Office / Data Entry on site	Upgrade Dental Staff (esp. Hygienist)	Increase Dental Space.	Have one home Health care nurse	Provide Space for Specialty Clinic	Increase Behavioral Health Staff	Increase Behavioral Health Space
Ft.Washakie	6	Provide rehab staff and space on site	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor	Provide increased dental space and staffing (no hygienist support at all)	Secure additional alcohol and substance abuse counselors	Functional teen clinic as part of preventive care.	Increase all aspects of administrative staffing and space: administration, information management, health information management, business office, contract health	Secure additional Primary Care space (currently @32% of need)	Secure outreach elder care staff	Secure adequate health education staff and space	Secure adequate public health nutrition staff and space
Arapahoe	7	Obtain pediatric onsite provider with adequate space	Increase Substance abuse and alcohol counselors	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor (regional or local...doesn't matter)	Increase preventive care staff and space: public health nursing, nutrition, health education	Increase all aspects of administrative staffing and space: administration, information management, health information management, business office, contract health	Increase Dental Staff, space and chairs (Hygienist)	Outreach elder care staff and space	Solidify funding permanence for Optometry secretary	Provide dedicated space for visiting provider clinic (*this includes OB/Gyn on-site visiting provider as a priority)	Increase primary care space overall
Poplar	8	Provide on-site Security services	Provide on-site Case Management services	Provide Physical Therapy services	Increase Primary Care space	Increase Dental Staff	*other needs not yet prioritized				
Ft.Belknap	9	EMS - Staffing/Building for Ambulance/Crew	Expand Rehab Services - Youth- Mental Health Office space	Outreach Elder Care	Construction/Renovation as Follows:	*All Primary Care Rooms	*Expand Mental Health Office/Rehab Space	*Expand E.R.	*Expand Radiographic Area	*Expand Pharmacy Area	*Expand Nutrition Area
Wolf Point	10	Increase number of exam rooms	Increase Primary Care space	Provide transportation services	Provide on-site security services	Provide well women services/center	*balance of resourcing needs not yet prioritized				
Pryor	11	Secure X-Ray capabilities (either portable or an x-ray room)	Secure a dental hygienist	Secure a full time family practice doctor	Create and secure an administrative staff	Obtain physical therapy services once weekly	Secure a full time maintainance worker	Secure a better transportation service for clinic patients	Increase staff and space for behavioral health including psychiatric services once monthly	Secure a full time public health nurse	Secure an EMS-ambulance service
Browning	12	Fill Optometry Position	Expand Dental Care Services	Expand and Increase Specialization of Behavioral Health Counselors	Establish Visiting Professional Practice for Orthopedics	Establish Visiting Professional Practice for Ophamology,ENT,Allergy and Rheumatology	Substance Abuse Transitional Care	Address Laboratory Staffing Issues	Ct Modality and Staffing Issues	Mammography Modality, Staffing and Training	Increase Medical Records Staff and Technology
Lame Deer	13	Diagnostic Imaging techs to support 24/7 ER	Lab Technicians to support 24/7 ER	Public Health Nutritionists	Pediatric Physician	Psychiatrist	OB/GYN doctor	Case Management specialist	Clinical Engineer/Bio-Med	Transportation/drivers	Alcohol and Substance abuse staff
Crow	14	Revenue Generation Cycle	Property/Supply Staffing	Billing Staffing	Lab Space	Health Information Space	Facility Management Space	Physical Therapy Space	Wellness Center Space	Primary Care Space	Specialty Clinic Space
Arlee	N/A - 638										
Elmo	N/A - 638										
Polson	N/A - 638										
Ronan	N/A - 638										
St.Ignatius	N/A - 638										
Billings	Urban Program	Dental - Bring this service on line with a hygienist.	Business Office with 3rd party billing, data collection, grant writing, and administration.	Diabetes with clinical and prevention equally important.	Medical records with more staff and space.	Behavioral health: co-occurring disorders, substance abuse and domestic violence.	Elder Outreach	Women's Clinic	Pharmacy	Men's Clinic	Improve facility space to include group rooms for therapy.
Butte	Urban Program	Eliminate Master Planning Consultants	Improved Facility Setting	Move and Expand Behavioral Health Services	Expand Primary Care services	Establish a Pharmacy Service	Establish a Visiting Professional Service; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Diverse Traditional Healing Programs	Establish Dental Program	Grow CHR Program	Grow Diabetes Program
Great Falls Urban	Urban Program	Achieve and Grow the Fitness Wellness Center	Strengthen Behaviorial Programs	Add Visiting Physician to Medical Clinic	Add Pharmacy Program	Develop Dental Program	Radiographic Capabilities	Laboratory Services	Add Administrative Professional Support from Area (Grant Writing, Legislative Resources, Markets)	Strengthen Business Ofcice	Strengthen Outreach Programs
Helena Urban	Urban Program	Information Management and HIPAA Compliance expertise from the Area	Strengthen the Primary Care Capabilities	Investigate methods and means to expand Dental Services	Improve access and availability to Cultural Appropriate Traditional Healing	Establish visiting Professional Program; Optometry, Podiatry, Audiology, Behavioral Health, Psychiatry	Regional Support for Residential Treatment Facilities	Add Pharmacy Program	Grow Business Office as Programs expand-Third Party Billing	Grow Medical Records as Programs expand	Add Preventive Care/Public Health Nursing Programs
Missoula Urban	Urban Program	Establish a Primary Care Practice	Establish a Traditional Healing service	Collaborate on Visiting Professional Program; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Partner with WIC to improve Primary Care Services	Investigate and Expand Urban Collaboration	Address Facility Shortage, 17% of needed space, for the delivery plan	Review present location for lease, patient access, growth potential	Establish a Dental Care Program	Develop Full-Time Psychology/Mental Health Service Saff	Increase Substance Abuse Counselors from 4 to 5



Primary Service Area Resourcing Priorities - Composite 2

Implementation by Dual Axis Progression

Service Area Services & Resourcing Priorities											
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10
Babb/ St.Mary	1	Establish PHN Program	Establish Primary Care Visiting Specialist Presence	Establish Visiting Dentist Program	Partner with Community to Start Program						
Heart Butte	2	Public Health Nursing Program	Additional Nurse in Clinic	Establish Visiting Optometrist Program	Establish Visiting Podiatrist Program	Strengthen Business Office	Establish EMS Program	Strengthen Community and Service Unit Transportation	Strengthen Diabetes and Fitness Programs	Additional Behavioral Health Counseling space	
Seville	3	Initiate and Develop PUD for new Seville Health Center	Plan interim innovation for existing facility Asset	Initiate visiting Primary Care Provider Practice	Initiate Visiting Dental Care Practice	Acquire mobile dental equipment for interim solution	Establish PHN presence in Community	Establish Business Office support team			
Hays	4	Primary Care Providers	Ambulance - EMS(ALS) Program	Elder Outreach Program	Construction/renovation as Follows:	*Expand Space for Primary Care Provider and Specialist Office	*Behavioral Health Space	*WIC Office and Waiting Area	*Construct Ambulance Facility	*Expand Storage Space	*Expand Nutrition Space and Waiting Area
Lodge Grass	5	Secure Dedicated Doctor and Mid-level at Lodge Grass	Provide adequate Nursing Support & Pharmacy (2 More)	Provide additional Space for Primary care	Bring Business Office / Data Entry on site	Upgrade Dental Staff (esp. Hygienist)	Increase Dental Space.	Have one home Health care nurse	Provide Space for Specialty Clinic	Increase Behavioral Health Staff	Increase Behavioral Health Space
Ft.Washakie	6	Provide rehab staff and space on site	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor	Provide increased dental space and staffing (no hygienist support at all)	Secure additional alcohol and substance abuse counselors	Functional teen clinic as part of preventive care.	Increase all aspects of administrative staffing and space: administration, information	Secure additional Primary Care space (currently @32% of need)	Secure outreach elder care staff	Secure adequate health education staff and space	Secure adequate public health nutrition staff and space
Arapahoe	7	Obtain pediatric onsite provider with adequate space	Increase Substance abuse and alcohol counselors	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor (regional or local program matter)	Increase preventive care staff and space: public health nursing, nutrition, health education	Increase all aspects of administrative staffing and space: administration, information management, health information management, business office, contract health	Increase Dental Staff, space and chairs (Hygienist)	Outreach elder care staff and space	Solidify funding permanence for Optometry secretary	Provide dedicated space for visiting provider clinic (*this includes OB/Gyn on-site visiting provider as a priority)	Increase primary care space overall
Poplar	8	Provide on-site Security services	Provide on-site Case Management services	Provide Physical Therapy services	Increase Primary Care space	Increase Dental Staff	*other needs not yet prioritized				
Ft.Belknap	9	EMS - Staffing/Building for Ambulance/Crew	Expand Rehab Services - Youth- Mental Health Office space	Outreach Elder Care	Construction/Renovation as Follows:	*Expand Primary Care Rooms	*Expand Mental Health Office/Rehab Space	*Expand E.R.	*Expand Radiographic Area	*Expand Pharmacy Area	*Expand Nutrition Area
Wolf Point	10	Increase number of exam rooms	Increase Primary Care space	Provide transportation services	Provide on-site security services	Provide well women services/center	*balance of resourcing needs not yet prioritized				
Pryor	11	Secure X-Ray capabilities (either portable or an x-ray room)	Secure a dental hygienist	Secure a full time family practice doctor	Create and secure an administrative staff	Obtain physical therapy services once weekly	Secure a full time maintenance worker	Secure a better transportation service for clinic patients	Increase staff and space for behavioral health including psychiatric services once monthly	Secure a full time public health nurse	Secure an EMS-ambulance service
Browning	12	Fill Optometry Position	Expand Dental Care Services	Expand and Increase Specialization of Behavioral Health Counselors	Establish Visiting Professional Practice for Orthopedics	Establish Visiting Professional Practice for Ophthalmology,ENT,Allergy and Rheumatology	Substance Abuse Transition of Care	Address Laboratory Staffing Issues	Ct Modality and Staffing Issues	Mammography Modality, Staffing and Training	Increase Medical Records Staff and Technology
Lame Deer	13	Diagnostic Imaging techs to support 24/7 ER	Lab Technicians to support 24/7 ER	Public Health Nutritionists	Pediatric Physician	Psychiatrist	OB/GYN doctor	Care Liaison/ment specialist	Clinical Engineer/Bio-Med	Transportation/drivers	Alcohol and Substance abuse staff
Crow	14	Revenue Generation Cycle	Property/Supply Staffing	Billing Staffing	Lab Space	Health Information Space	Facility Management Space	Physical Therapy Space	Wellness Center Space	Primary Care Space	Specialty Clinic Space
Arlee	N/A - 638										
Elmo	N/A - 638										
Polson	N/A - 638										
Ronan	N/A - 638										
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Butte	Urban Program	Eliminate Master Planning Consultants	Improved Facility Setting	Move and Expand Behavioral Health Services	Expand Primary Care services	Establish a Pharmacy Service	Establish a Visiting Professional Service; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Diverse Traditional Healing Programs	Establish Dental Program	Grow DHR Program	Grow Diabetes Program
Great Falls Urban	Urban Program	Achieve and Grow the Fitness Wellness Center	Strengthen Behavioral Programs	Add Visiting Physician to Medical Clinic	Add Pharmacy Program	Develop Dental Program	Radiographic Capabilities	Laboratory Services	Add Administrative Professional Support from Area (Grant Writing, Legislative Resources, Markets)	Strengthen Business Office	Strengthen Outreach Programs
Helena Urban	Urban Program	Information Management and HIPAA Compliance expertise from the Area	Strengthen the Primary Care Capabilities	Investigate methods and means to expand Dental Services	Improve access and availability to Cultural Appropriate Traditional Healing	Establish visiting Professional Program; Optometry, Podiatry, Audiology, Behavioral Health, Psychiatry	Regional Support for Residential Treatment Facilities	Add Pharmacy Program	Grow Business Office as Programs expand-Third Party Billing	Grow Medical Records as Programs expand	Add Preventive Care/Public Health Nursing Programs
Missoula Urban	Urban Program	Establish a Primary Care Practice	Establish a Traditional Healing service	Collaborate on Visiting Professional Program; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Partner with WIC to improve Primary Care Services	Investigate and Expand Urban Collaboration	Address Facility Shortage, 17% of needed space, for the delivery plan	Review present location for lease, patient access, growth potential	Establish a Dental Care Program	Develop Full-Time Psychology/Mental Health Service Staff	Increase Substance Abuse Counselors from 4 to 5



Primary Service Area Resourcing Priorities - Composite 3

Resourcing Priority Area Office Facilitation Key					
Area should be heavily involved in coordinating this priority based upon Master Plan dependencies	Area should be involved with request as it encompasses staff and space needs	Area can offer broad expertise facilitating the initiation or expansion of these programs	Area should be involved in coordinating PJD/POR replacement or alteration documents/processes..	Area may want to assist with EMS service initiation, coordination and training	Primary Service Area can initiate priority and request Area assistance as needed.

Implementation by Area Office Dependency

Service Area Services & Resourcing Priorities											
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10
Babb/ St.Mary	1	Establish PHN Program	Establish Primary Care Visiting Specialist Presence	Establish Visiting Dentist Program	Partner with Community to Start Program						
Heart Butte	2	Public Health Nursing Program	Additional Nurse in Clinic	Establish Visiting Optometrist Program	Establish Visiting Podiatrist Program	Strengthen Business Office	Establish EMS Program	Strengthen Community and Service Unit Transportation	Strengthen Diabetes and Fitness Programs	Additional Behavioral Health Counseling space	
Seville	3	Initiate and Develop PJD/POR for new Seville Health Center	Plan interim renovation for existing Tribal Asset	Initiate visiting Primary Care Provider Practice	Initiate Visiting Dental Care Practice	Acquire mobile dental equipment for interim solution	Establish PHN presence in Community	Establish Business Office support team			
Hays	4	Primary Care Providers	Ambulance - EMS(ALS) Program	Elder Outreach Program	Construction/renovation as Follows:	*Expand Space for Primary Care Provider and Specialist Office	*Behavioral Health Space	*WIC Office and Waiting Area	*Construct Ambulance Facility	*Expand Storage Space	*Expand Nutrition Space and Waiting Area
Lodge Grass	5	Secure Dedicated Doctor and Mid-level at Lodge Grass	Provide adequate Nursing Support & Pharmacy (2 More)	Provide additional Space for Primary care	Bring Business Office / Data Entry on site	Upgrade Dental Staff (esp. Hygienist)	Increase Dental Space.	Have one home Health care nurse	Provide Space for Specialty Clinic	Increase Behavioral Health Staff	Increase Behavioral Health Space
Ft.Washakie	6	Provide rehab staff and space on site	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor (regional or local...doesn't matter)	Provide increased dental space and staffing (no hygienist support at all)	Secure additional alcohol and substance abuse counselors	Functional teen clinic as part of preventive care.	Increase all aspects of administrative staffing and space: administration, information management, health information management, business office, contract health	Secure additional Primary Care space (currently @32% of need)	Secure outreach elder care staff	Secure adequate health education staff and space	Secure adequate public health nutrition staff and space
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Poplar	8	Provide on-site Security services	Provide on-site Case Management services	Provide Physical Therapy services	Increase Primary Care space	Increase Dental Staff	*other needs not yet prioritized				
Ft.Belknap	9	EMS - Staffing/Building for Ambulance/Crew	Expand Rehab Services - Youth-Mental Health Office space	Outreach Elder Care	Construction/Renovation as Follows:	*All Primary Care Rooms	*Expand Mental Health Office/Rehab Space	*Expand E.R.	*Expand Radiographic Area	*Expand Pharmacy Area	*Expand Nutrition Area
Wolf Point	10	Increase number of exam rooms	Increase Primary Care space	Provide transportation services	Provide on-site security services	Provide well women services/center	*balance of resourcing needs not yet prioritized				
Pryor	11	Secure X-Ray capabilities (either portable or an x-ray room)	Secure a dental hygienist	Secure a full time family practice doctor	Create and secure an administrative staff	Obtain physical therapy services once weekly	Secure a full time maintenance worker	Secure a better transportation service for clinic patients	Increase staff and space for behavioral health including psychiatrist services once monthly	Secure a full time public health nurse	Secure an EMS-ambulance service
Browning	12	Fill Optometry Position	Expand Dental Care Services	Expand and Increase Specialization of Behavioral Health Counselors	Establish Visiting Professional Practice for Orthopedics	Establish Visiting Professional Practice for Ophthalmology,ENT,Allergy and Rheumatology	Substance Abuse Transitional Care	Address Laboratory Staffing Issues	Ct Modality and Staffing Issues	Mammography Modality, Staffing and Training	Increase Medical Records Staff and Technology
Lame Deer	13	Diagnostic Imaging techs to support 24/7 ER	Lab Technicians to support 24/7 ER	Public Health Nutritionists	Pediatric Physician	Psychiatrist	OB/GYN doctor	Case Management specialist	Clinical Engineer/Bio-Med	Transportation/drivers	Alcohol and Substance abuse staff
Crow	14	Revenue Generation Cycle	Property/Supply Staffing	Billing Staffing	Lab Space	Health Information Space	Facility Management Space	Physical Therapy Space	Wellness Center Space	Primary Care Space	Specialty Clinic Space
Arlee	N/A - 638										
Elmo	N/A - 638										
Polson	N/A - 638										
Ronan	N/A - 638										
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Billings	Urban Program	Dental - Bring this service on line with a hygienist.	Business Office with 3rd party billing, data collection, grant writing, and administration.	Diabetes with clinical and prevention equally important.	Medical records with more staff and space.	Behavioral health: co-occurring disorders, substance abuse and domestic violence.	Elder Outreach	Women's Clinic	Pharmacy	Men's Clinic	Improve facility space to include group rooms for therapy.
Butte	Urban Program	Eliminate Master Planning Consultants	Improved Facility Setting	Move and Expand Behavioral Health Services	Expand Primary Care services	Establish a Pharmacy Service	Establish a Visiting Professional Service; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Diverse Traditional Healing Programs	Establish Dental Program	Grow CHR Program	Grow Diabetes Program
Great Falls Urban	Urban Program	Achieve and Grow the Fitness Wellness Center	Strengthen Behavioral Programs	Add Visiting Physician to Medical Clinic	Add Pharmacy Program	Develop Dental Program	Radiographic Capabilities	Laboratory Services	Add Administrative Professional Support from Area (Grant Writing, Legislative Resources, Markets)	Strengthen Business Office	Strengthen Outreach Programs
Helena Urban	Urban Program	Information Management and HIPAA Compliance expertise from the Area	Strengthen the Primary Care Capabilities	Investigate methods and means to expand Dental Services	Improve access and availability to Cultural Appropriate Traditional Healing	Establish visiting Professional Program: Optometry, Podiatry, Audiology, Behavioral Health, Psychiatry	Regional Support for Residential Treatment Facilities	Add Pharmacy Program	Grow Business Office as Programs expand-Third Party Billing	Grow Medical Records as Programs expand	Add Preventive Care/Public Health Nursing Programs
Missoula Urban	Urban Program	Establish a Primary Care Practice	Establish a Traditional Healing service	Collaborate on Visiting Professional Program: OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Partner with WIC to improve Primary Care Services	Investigate and Expand Urban Collaboration	Address Facility Shortage, 17% of needed space, for the delivery plan	Review present location for lease, patient access, growth potential	Establish a Dental Care Program	Develop Full-Time Psychology/Mental Health Service Satff	Increase Substance Abuse Counselors from 4 to 5



Implentation by Staff
Needs

Primary Service Area Resourcing Priorities - Composite 4

Service Area Services & Resourcing Priorities											
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Babb/ St.Mary	1	Establish PHN Program	Establish Primary Care Visiting Specialist Presence	Establish Visiting Dentist Program	Partner with Community to Start Program						
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Billings	Urban Program	Dental - Bring this service on line with a hygienist.	Business Office with 3rd party billing, data collection, grant writing and administration.	Diabetes with clinical and prevention equally important.	Medical records with more staff and space.	Behavioral health: co-occurring disorders, substance abuse and domestic violence.	Elder Outreach	Women's Clinic	Pharmacy	Men's Clinic	Improve facility space to include group rooms for therapy.
Butte	Urban Program	Eliminate Master Planning Consultants	Improved Facility Setting	Move and Expand Behavioral Health Services	Expand Primary Care services	Establish a Pharmacy Service	Establish a Visiting Professional Service; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Diverse Traditional Healing Programs	Establish Dental Program	Grow CHR Program	Grow Diabetes Program
Great Falls Urban	Urban Program	Achieve and Grow the Fitness Wellness Center	Strengthen Behavioral Programs	Add Visiting Physician to Medical Clinic	Add Pharmacy Program	Develop Dental Program	Radiographic Capabilities	Laboratory Services	Add Administrative Professional Support from Area (Grant Writing, Legislative Resources, Markets)	Strengthen Business Ofice	Strengthen Outreach Programs
Helena Urban	Urban Program	Information Management and HIPAA Compliance expertise from the Area	Strengthen the Primary Care Capabilities	Investigate methods and means to expand Dental Seives	Improve access and availabiilty to Cultural Appropriate Traditional Healing	Establish visiting Professional Program; Optometry, Podiatry, Audiology, Behavioral Health, Psychiatry	Regional Support for Residential Treatment Facilities	Add Pharmacy Program	Grow Business Office as Programs expand-Third Party Billing	Grow Medical Records as Programs expand	Add Preventive Care/Public Health Nursing Programs
Missoula Urban	Urban Program	Establish a Primary Care Practice	Establish a Traditional Healing service	Collaborate on Visiting Professional Program; OB/Gyn, Optometry, Podiatry, Audiology, Psychiatry	Partner with WIC to improve Primary Care Services	Investigate and Expand Urban Collaboration	Address Facility Shortage, 17% of needed space, for the delivery plan	Review present location for lease, patient access, growth potential	Establish a Dental Care Program	Develop Full-Time Psychology/Mental Health Service Saff	Increase Substance Abuse Counselors from 4 to 5



Primary Service Area Resourcing Priorities - Composite 5

Implentation by Space Needs

Service Area Services & Resourcing Priorities											
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10
Babb/ St.Mary	1	Establish PHN Program	Establish Primary Care Visiting Specialist Presence	Establish Visiting Dentist Program	Partner with Community to Start Program						
Heart Butte	2	Public Health Nursing Program	Additional Nurse in Clinic	Establish Visiting Optometrist Program	Establish Visiting Podiatrist Program	Strengthen Business Office	Establish EMS Program	Strengthen Community and Service Unit Transportation	Strengthen Diabetes and Fitness Programs	Additional Behavioral Health Counseling space	
Seville	3	Initiate and Develop PJD/POR for new Seville Health Center	Plan interim renovation for existing Tribal Asset	Initiate visiting Primary Care Provider Practice	Initiate Visiting Dental Care Practice	Acquire mobile dental equipment for interim solution	Establish PHN presence in Community	Establish Business Office support team			
Hays	4	Primary Care Providers	Ambulance - EMS(ALS) Program	Elder Outreach Program	Construction/renovation as Follows:	*Expand Space for Primary Care Provider and Specialist Office	*Behaviorial Health Space	*WIC Office and Waiting Area	*Construct Ambulance Facility	*Expand Storage Space	*Expand Nutrition Space and Waiting Area
Lodge Grass	5	Secure Dedicated Doctor and Mid-level at Lodge Grass	Provide adequate Nursing Support & Pharmacy (2 More)	Provide additional Space for Primary care	Bring Business Office / Data Entry on site	Upgrade Dental Staff (esp. Hygienist)	Increase Dental Space.	Have one home Health care nurse	Provide Space for Specialty Clinic	Increase Behavioral Health Staff	Increase Behavioral Health Space
Ft.Washakie	6	Provide rehab staff and space on site	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor	Provide increased dental space and staffing (no hygienist support at all)	Secure additional alcohol and substance abuse counselors	Functional teen clinic as part of preventive care.	Increase all aspects of administrative staffing and space: administration, information	Secure additional Primary Care space (currently @32% of need)	Secure outreach elder care staff	Secure adequate health education staff and space	Secure adequate public health nutrition staff and space
Arapahoe	7	Obtain pediatric onsite provider with adequate space	Increase Substance abuse and alcohol counselors	Secure a dedicated inpatient Alcohol and substance abuse solution because that is the single largest mortality contributor (regional or local...doesn't matter)	Increase preventive care staff and space: public health nursing, nutrition, health education	Increase all aspects of administrative staffing and space: administration, information management, health information management, business office, contract health	Increase Dental Staff, space and chairs (Hygienist)	Outreach elder care staff and space	Solidify funding permanence for Optometry secretary	Provide dedicated space for visiting provider clinic (*this includes OB/Gyn on-site visiting provider as a priority)	Increase primary care space overall
Poplar	8	Provide on-site Security services	Provide on-site Case Management services	Provide Physical Therapy services	Increase Primary Care space	Increase Dental Staff	*other needs not yet prioritized				
Ft.Belknap	9	EMS - Staffing/Building for Ambulance/Crew	Expand Rehab Services - Youth- Mental Health Office space	Outreach Elder Care	Construction/Renovation as Follows:	*All Primary Care Rooms	*Expand Mental Health Office/Rehab Space	*Expand E.R.	*Expand Radiographic Area	*Expand Pharmacy Area	*Expand Nutrition Area
Wolf Point	10	Increase number of exam rooms	Increase Primary Care space	Provide transportation services	Provide on-site security services	Provide well women services/center	*balance of resourcing needs not yet prioritized				
Pryor	11	Secure X-Ray capabilities (either portable or an x-ray room)	Secure a dental hygienist	Secure a full time family practice doctor	Create and secure an administrative staff	Obtain physical therapy services once weekly	Secure a full time maintainance worker	Secure a better transportation service for clinic patients	Increase staff and space for behavioral health including psychiatrict services once monthly	Secure a full time public health nurse	Secure an EMS-ambulance service
Browning	12	Fill Optometry Position	Expand Dental Care Services	Expand and Increase Specialization of Behavioral Health Counselors	Establish Visiting Professional Practice for Orthopedics	Establish Visiting Professional Practice for Opthamology,ENT,Allergy and Rheumatology	Substance Abuse Transitional Care	Address Laboratory Staffing Issues	Ct Modality and Staffing Issues	Mammography Modality, Staffing and Training	Increase Medical Records Staff and Technology
Lame Deer	13	Diagnostic Imaging techs to support 24/7 ER	Lab Technicians to support 24/7 ER	Public Health Nutritionists	Pediatric Physician	Psychiatrist	OB/GYN doctor	Case Management specialist	Clinical Engineer/Bio-Med	Transportation/drivers	Alcohol and Substance abuse staff
Crow	14	Revenue Generation Cycle	Property/Supply Staffing	Billing Staffing	Lab Space	Health Information Space	Facility Management Space	Physical Therapy Space	Wellness Center Space	Primary Care Space	Specialty Clinic Space
Arlee	N/A - 638										
Elmo	N/A - 638										
Polson	N/A - 638										
Ronan	N/A - 638										
St.Ignatius	N/A - 638										
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Implementation

The path forward to implementation of the health services master plan involves certain predictable efforts that should be addressed, flowing out of the Resourcing Priorities Tabloids. These were reviewed at the Pre-Final meeting in Billings in September 2003. These resulting projects can be divided into five general categories:

1. Business Case Analysis
2. Program Development
3. Support Services Initiatives
4. Facility Developments
5. Other Services

1 - Business Case Analysis

PSAs sometimes request services that are not fully justified by productivity thresholds utilized throughout the planning process. The rationale for such a decision in the PSA delivery plan ranges from unique access/acuity issues to constituent pressure to have a service on-site regardless of other considerations. In such cases, a business case analysis/review of that decision should be employed to verify whether or not that decision is wise. Services identified in the master plan where this should be considered include:

- Radiographic services at Pryor
- CT at Crow
- Regional and Surgical ICU @ Crow
- Polson Service Unit Lab
- Adolescent Substance Abuse RTF
- Adult Substance Abuse
- Dialysis (on-site) with Regional Management

2 - Program Development

The area office should also attend to surfaced issues relating to improvement in the quality of services offered as well as the formation of new services projected by the planning effort. These may be local services at the PSA level or area wide initiatives such as the referral partnership aspect of the master plan. The enhancement/diversification opportunities arising from the plan include the following:

- Primary Care Service Area
 - Identify like services
 - Identify best practices
 - Lessons learned
 - Local responsibility
- Referral Partnerships
 - Eastern Area Visiting Professionals
 - Central Area Visiting Professionals
 - Adult Substance Abuse
- Area Initiatives
 - Visiting Professional Services
 - Adolescent Substance Abuse



3 - Support Services Initiatives

The master plan identified opportunities for area office assistance involving non-facility issues such as training, certification and licensure, centralized service centers, or management expertise offered for PSA on-site benefit. While not a PSA site specific service, most all the service areas can benefit greatly from the initiatives below:

- Dialysis (on-site) with Regional Management
- EMS Certification and Training
- Health Education for Professionals, Nursing, X-Ray, etc.
- Substance Abuse Counselor Certification
- Business Management Training Center
- Home Health Care Licensing Support
- Urban Center Information Management Support
- Tertiary Referral Partnerships

4 - Facility Developments

At the outset of the planning effort the point was made that this was not a *facility* master plan but rather a *health services* master plan. However, it was also noted that a health services plan lends itself well to follow up facility planning projects, itself being the first step of such an effort. The following sites suggest such a facility plan is required. These needs divide into new facility and addition/alteration work.

- New Facility PJD/POR
 - Poplar
 - Lodge Grass
 - Seville
 - Ft. Washakie
 - Arapahoe
 - Eastern Adult Substance Abuse
 - Area Adolescent Substance Abuse
- Addition/Alteration Master Plan & PJD/POR
 - Wolf Point
 - Heart Butte
 - Pryor
 - Ft. Belknap
 - Hays
 - Crow Regional Services

5 - Other Services

Finally, there are several remaining needs that do not fit previous categories but nevertheless should be recognized and followed up on. They are as follow:

- Corresponding Budget Development
- Non-Native Opportunity Analysis
- Urban Service Expansion Plan